HRPS/OP

AGENCY ATTRITION REVIEW
(OCTOBER 1978 - MARCH 1983)

INTRODUCTION

1. The attached information on Agency attrition cannot be viewed in simplistic terms. As an example, Agency attrition is much lower than Federal attrition:

GS Employee Separations - FY 1981

	FEDERAL	CIA
Population =	1,290,000	
Separations =	154,314	
Resignations =	42%	
Retirements =	20%	
Other =	38%	
Attrition Rate =	12%	

25X1

In addition to the perspective gained by viewing Agency attrition against Federal levels, it is also useful to view a number of separation factors in combination with each other. As an example, in terms of numerical size the attached data would purport to show that the typical separating employee was a non-minority male operations employee from the DDO who was retiring with an advanced degree at 50-60 years of age with 25/35 years of Agency service. In an effort to facilitate a clearer understanding of the complex topic of attrition, we have provided data on a number of separation factors, including:

- Reason
- Fiscal Year
- Educational Level
- Directorate
- Occupational Groups
- Sex
- Minority Status
- Age
- Length of Agency Service

Agency Attrition Review
(October 1978 - March 1983) - Continued

The material that follows represents an effort to highlight the
significance of these factors as shown in the attached statistical
review.

Reason for Separation
    2. Although the reasons for Agency employee separations do not
show a dramatic change over the last five years, the low level of
our retirements in FY 1981 and FY 1982 resulted in showing larger
percentages for personal and job separations. Retirements by far,
however, are consistently the leading reason for separation.

Fiscal Years
    3. It is quite evident that the number of Agency separations has
been shrinking by about 5% per year since FY 1978. This is particularly
significant in view of our increasing Agency strength since FY 1979.
A significant reduction in FY 1981 and 1982 retirements may be explained
by the lack of "Early Out" retirements being offered since FY 1980.
A simple projection of FY 1983 separations to date, would indicate
FY 1983 separations roughly equivalent to FY 1982.

Educational Levels
    4. By far, the predomianant educational level of separating Agency
employees is "Advanced Degree". For the purpose of this study,
"Advanced Degree" is defined as having completed academic work beyond
the Bachelor's degree. The large percentage (64%) of our separating
employees with advanced degrees is particularly surprising when noting
that only 44% of all of our Agency employees have college degrees at,
at least, the Bachelor's level. The reasons for the separation of
employees with advanced degrees seem to be on a par with the Agency
norms, with only about a 4% shift from retirements to resignations
for job or personal reasons. However, it maybe useful to study
this factor in more detail.

Directorates
    5. The Directorate attrition rates vary because of a number of
factors, including reassignments between Directorates. For FY 1982,
the Agency attrition was as follows:

STAT

The attached data shows the distribution of actual separations by
reasons, within Directorates. It is not surprising that the DDA and
DO have the largest retirement groups, and the other Directorates are
more equally spread among all the various separation reasons.

Atency Attrition Review
(October 1978 - March 1983) - Continued

Occupational Categories
6.   The operations and communications categories are separating
for predominantly retirement reasons. The other occupational categories
are spread more evenly over the various reasons for separation. Since
FY 1978, a trend is discernable which has reduced the percentage of
operations retirees and increased the percentage of Analytical and
Technical retirees. However, this change in DDO retirements may only
reflect the impact of the FY 1978 and FY 1979 DDO cuts, and the lack
of FY 1981 and FY 1982 "Early Outs".

Sex
7.   Male reasons for separation show dramatic differences from
those of female employees. While females leave primarily for personal
reasons, personal reasons is the least prevalent reason for males.
While male retirements are more than twice the combined percentages of
resignations for job and personal reasons, female retirements amount
to less than half of the percentages for job and personal resignations.
It is quite evident that females have a far different career pattern
in the Agency than males.

Minorities
8.   The separation patterns for minorities show a significant
diviation from non-minorities. However, care must be taken in
evaluating this data because of the small size of the minority
separations. In addition, the minority separations differ from
non-minorities by being 40%, rather than 27% clerical. Even with
this in mind, however, it is surprising that the number separating
through firing is roughly equal to the number resigning for either
job or personal reasons.

Age and Agency Service
9.   Not surprisingly, most employees who resign for personal or
job reasons do so in their 20's or 30's. The overwhelming reason for
separations after age 40 is retirement. The same type of factor is
true of employees with less than 15 years of service. Those with
more than 15 years of service are more likely to separate for re-
tirement, while those with less than 15 years of service are more likely
to resign because of job or personal reasons.

10.   HRPS will continue to review Agency attrition factors on a
time-available basis. However, a considerable amount of detailed in-
formation has been structured concerning Agency separations since
FY 1977, and this data is readily available to respond to any questions
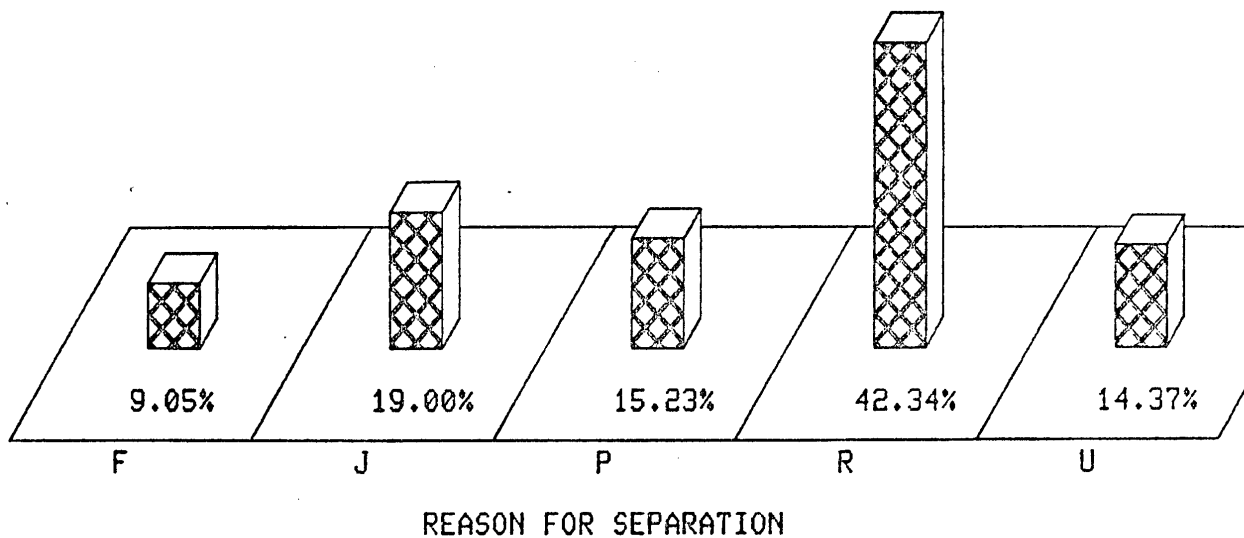of specific interest.

Attachments: Factor Separation Charts

SEPARATION REASON

SECRET

SEPARATION REASONS DURING LAST 5.5 FISCAL YEARS

PERCENTAGE BLOCK CHART

| 9.05% | 19.00% | 15.23% | 42.34% | 14.37% |
| F | J | P | R | U |

REASON FOR SEPARATION

LEGEND:

F=TERMINATION J=JOB FACTORS P=PERSONAL FACTORS
R=RETIREMENT U=UNKNOWN REASON

SECRET

SEPARATION REASONS FOR EACH FISCAL YEAR
YEAR=78

PERCENTAGE BLOCK CHART
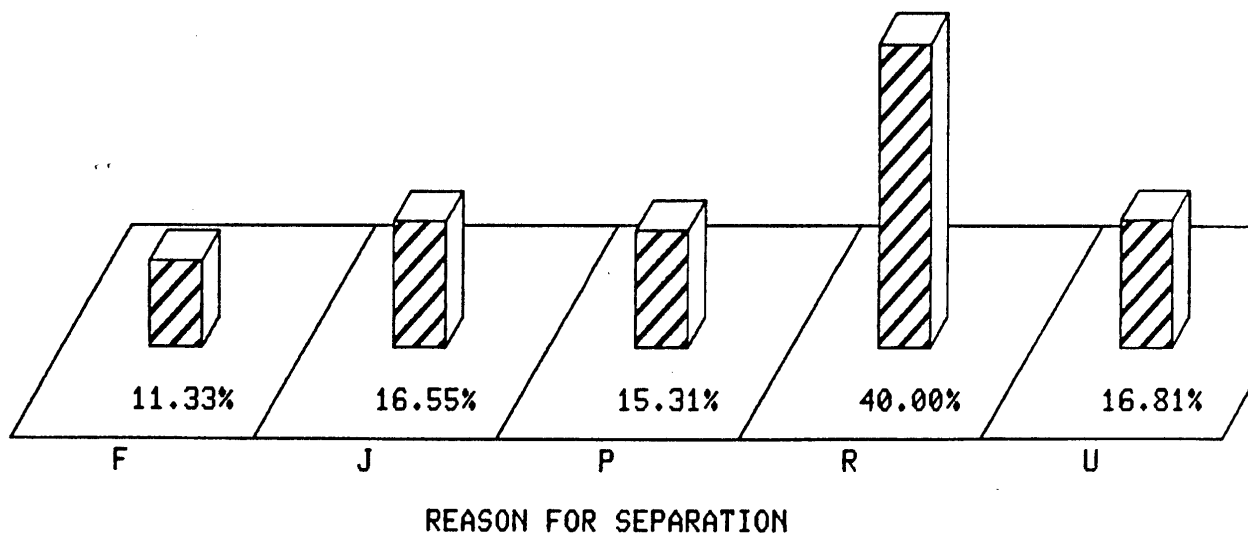
| 11.33% | 16.55% | 15.31% | 40.00% | 16.81% |
| F | J | P | R | U |

REASON FOR SEPARATION

LEGEND:

F=TERMINATION J=JOB FACTORS P=PERSONAL FACTORS
R=RETIREMENT U=UNKNOWN REASON

SECRET

SEPARATION REASONS FOR EACH FISCAL YEAR
YEAR=79

PERCENTAGE BLOCK CHART
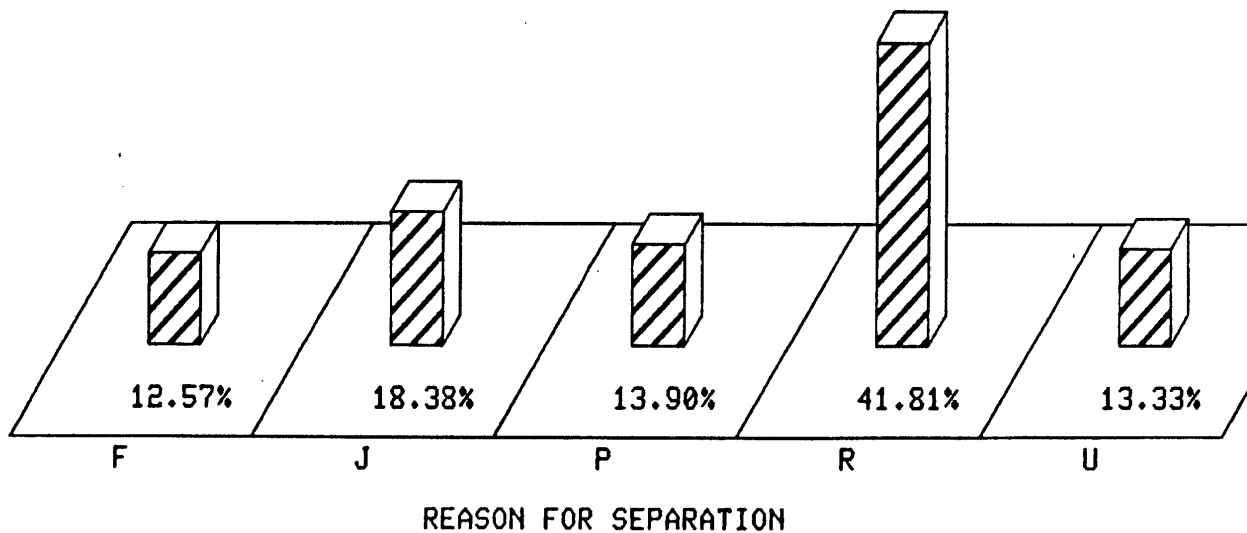
| 12.57% | 18.38% | 13.90% | 41.81% | 13.33% |
| F | J | P | R | U |

REASON FOR SEPARATION

LEGEND:

F=TERMINATION J=JOB FACTORS P=PERSONAL FACTORS
R=RETIREMENT U=UNKNOWN REASON

SECRET

SECRET

SEPARATION REASONS FOR EACH FISCAL YEAR

YEAR=80

PERCENTAGE BLOCK CHART
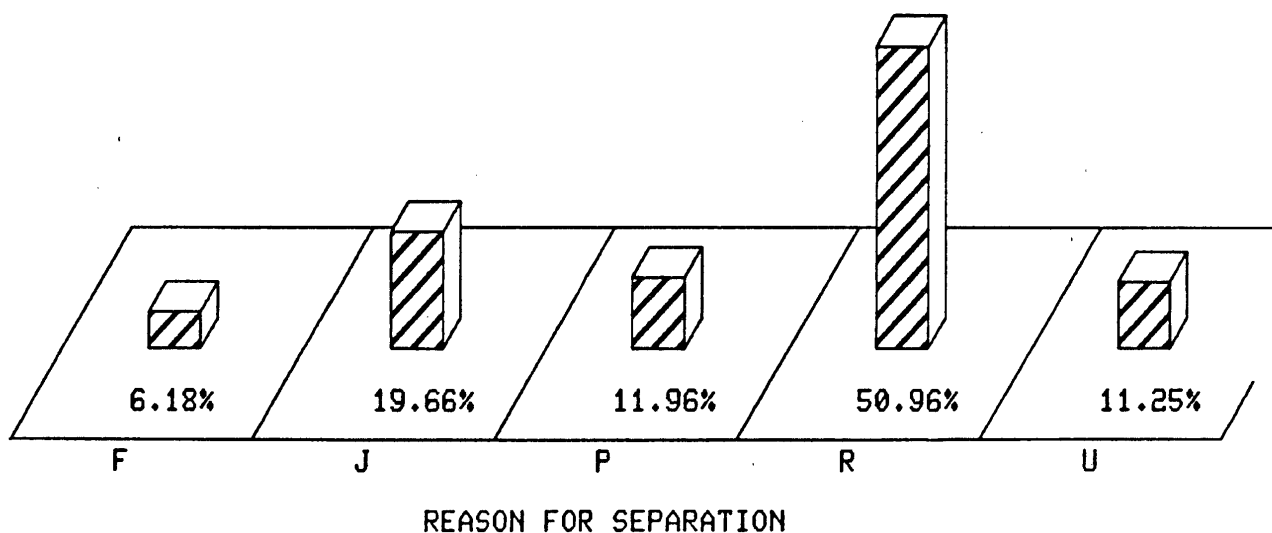
6.18%	19.66%	11.96%	50.96%	11.25%
F	J	P	R	U

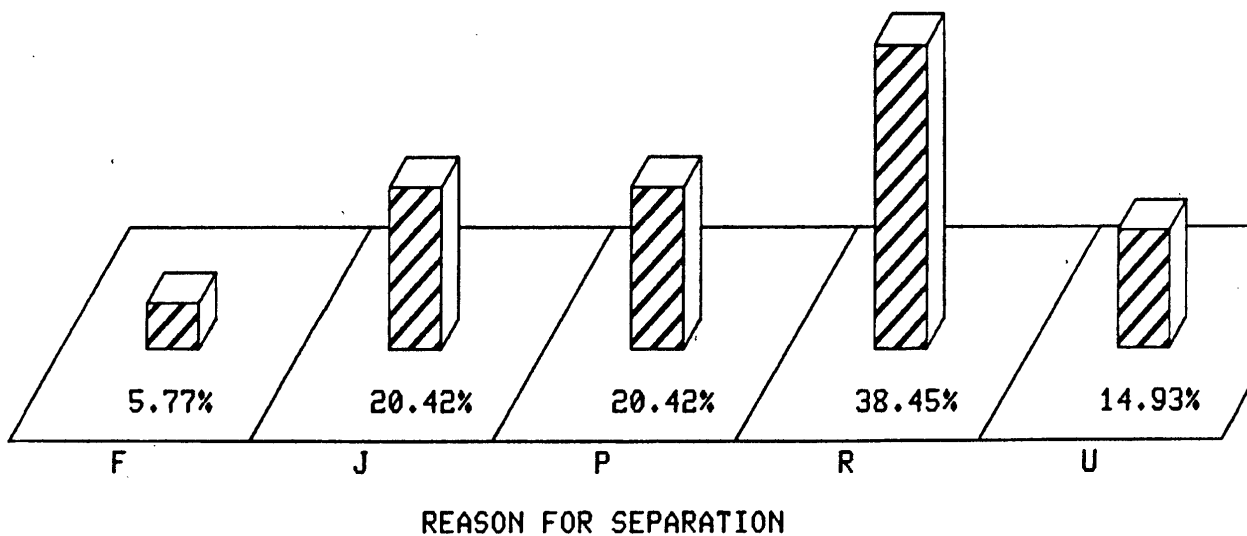REASON FOR SEPARATION

LEGEND:

F=TERMINATION J=JOB FACTORS P=PERSONAL FACTORS
R=RETIREMENT U=UNKNOWN REASON

SECRET

SEPARATION REASONS FOR EACH FISCAL YEAR
YEAR=81

PERCENTAGE BLOCK CHART

| 5.77% | 20.42% | 20.42% | 38.45% | 14.93% |
| F | J | P | R | U |

REASON FOR SEPARATION

LEGEND:

F=TERMINATION J=JOB FACTORS P=PERSONAL FACTORS
R=RETIREMENT U=UNKNOWN REASON

SECRET

SEPARATION REASONS FOR EACH FISCAL YEAR
YEAR=82

PERCENTAGE BLOCK CHART
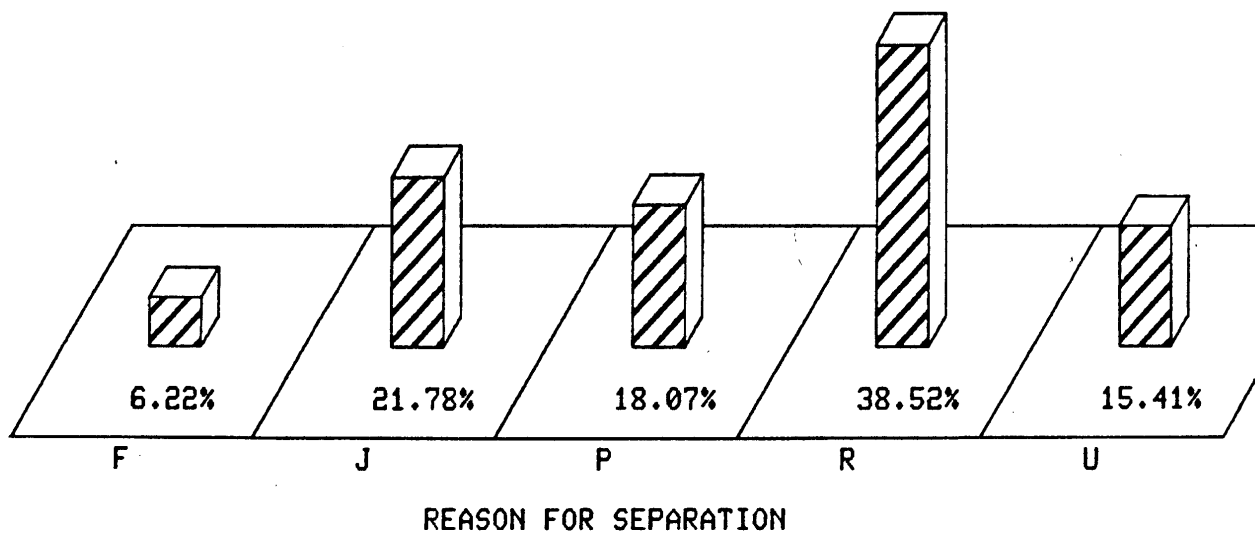
| 6.22% | 21.78% | 18.07% | 38.52% | 15.41% |
| F | J | P | R | U |

REASON FOR SEPARATION

LEGEND:

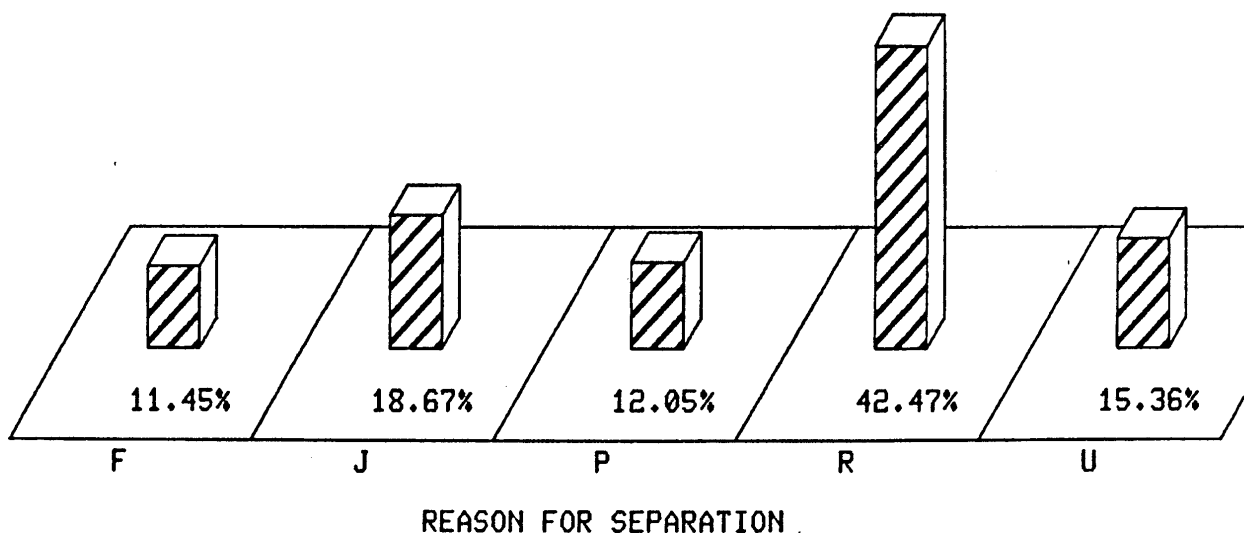F=TERMINATION J=JOB FACTORS P=PERSONAL FACTORS
R=RETIREMENT U=UNKNOWN REASON

SEPARATION REASONS FOR EACH FISCAL YEAR

YEAR=83

PERCENTAGE BLOCK CHART

11.45%	18.67%	12.05%	42.47%	15.36%
F	J	P	R	U

REASON FOR SEPARATION

LEGEND:
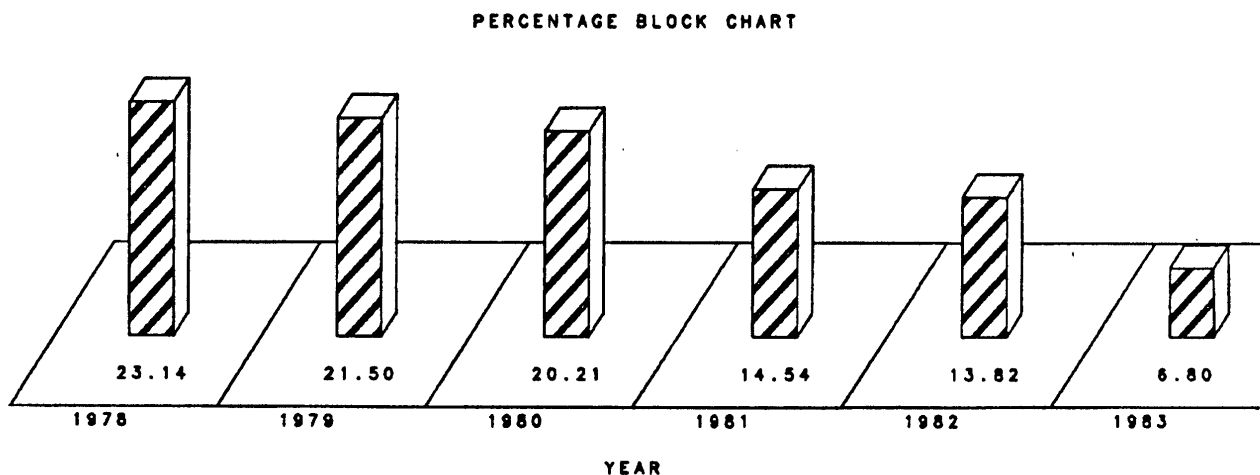
F=TERMINATION J=JOB FACTORS P=PERSONAL FACTORS
R=RETIREMENT U=UNKNOWN REASON
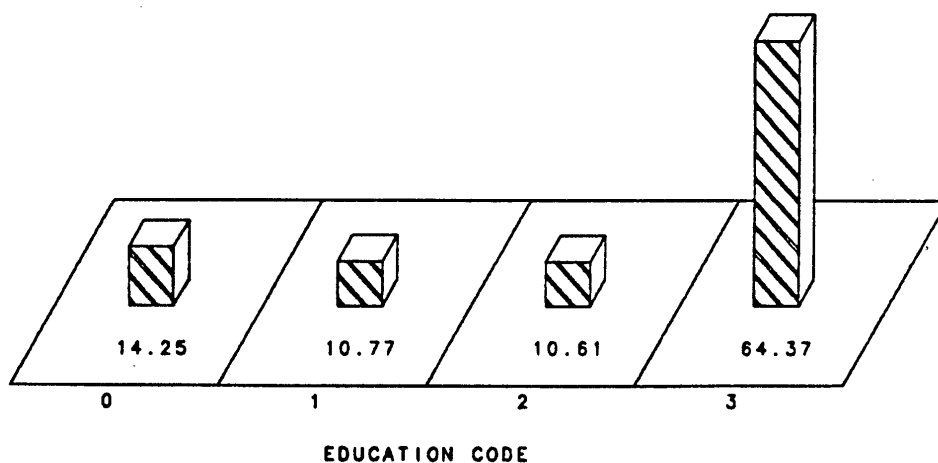
FISCAL YEARS

SECRET

SEPARATION DURING EACH FISCAL YEAR

PERCENTAGE BLOCK CHART

23.14	21.50	20.21	14.54	13.82	6.80
1978	1979	1980	1981	1982	1983

YEAR

SECRET

EDUCATION LEVEL

SECRET

SEPARATIONS AT EACH EDUCATION LEVEL

PERCENTAGE BLOCK CHART

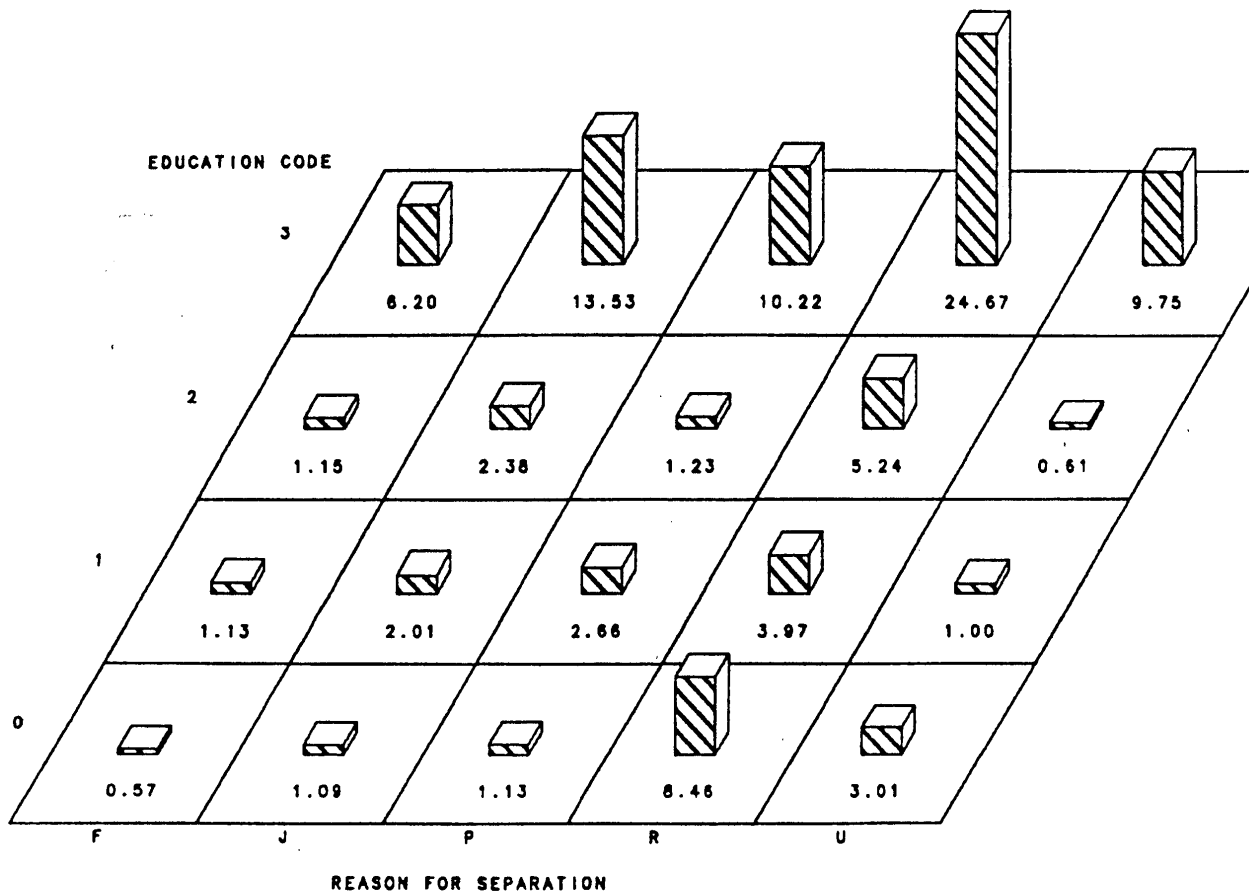| 14.25 | 10.77 | 10.61 | 64.37 |
| 0 | 1 | 2 | 3 |

EDUCATION CODE

LEGEND:

0=NO RECORD 1=HIGH SCHOOL 2=BACHELOR 3=ABOVE BACH.

SECRET

SECRET

SEPARATION REASONS FOR EACH EDUCATION LEVEL

PERCENTAGE BLOCK CHART

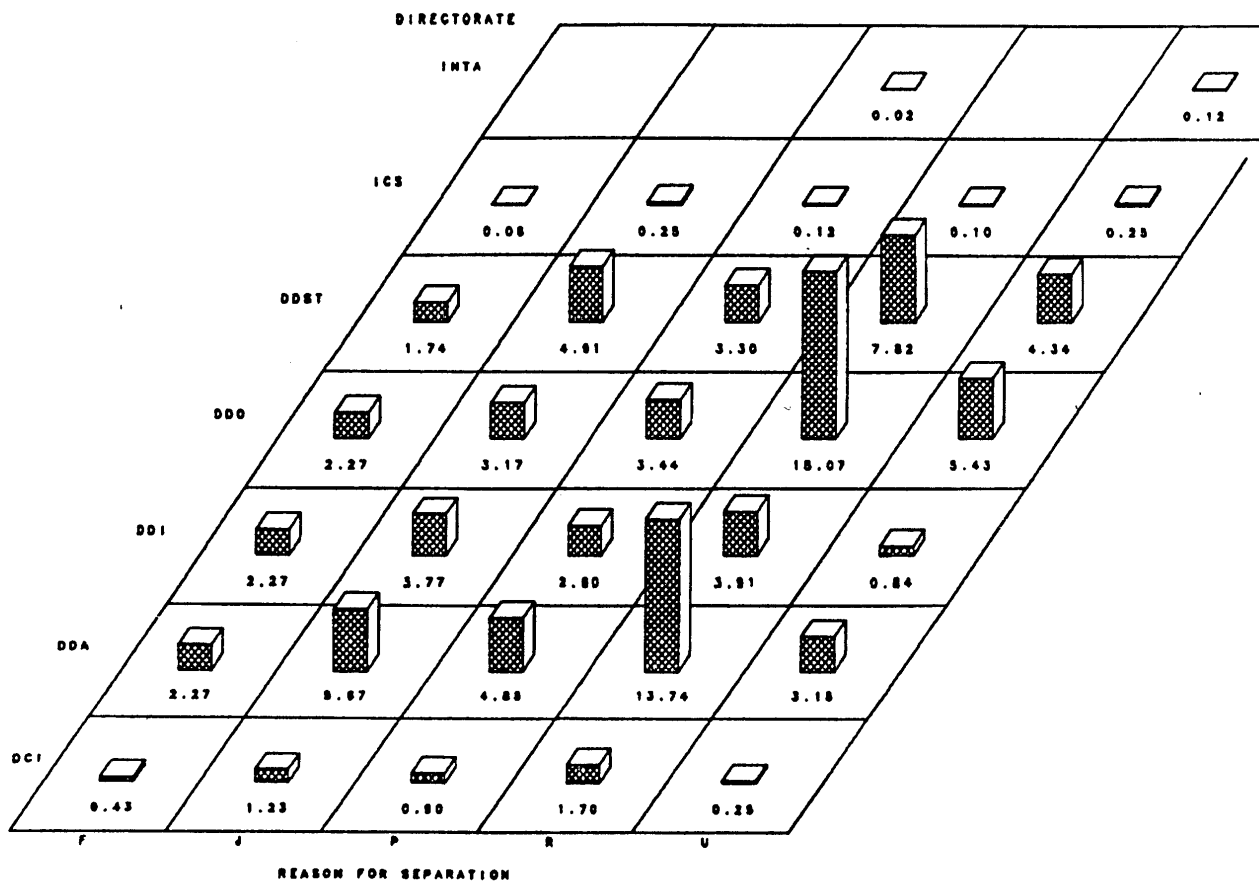EDUCATION CODE

3

6.20	13.53	10.22	24.67	9.75

2

1.15	2.38	1.23	5.24	0.61

1

1.13	2.01	2.66	3.97	1.00

0

0.57	1.09	1.13	8.46	3.01

F   J   P   R   U

REASON FOR SEPARATION

SECRET

DIRECTORATE

SEPARATION REASONS BY EACH DIRECTORATE

DIRECTORATE

	F	J	P	R	U
INTA				0.02	0.12
ICS	0.08	0.25	0.13	0.10	0.25
DDST	1.74	4.01	3.30	7.82	4.34
DDO	2.27	3.17	3.44	18.07	5.43
DDI	2.27	3.77	2.80	3.91	0.84
DDA	2.27	5.67	4.88	13.74	3.18
DCI	0.43	1.23	0.80	1.70	0.25

REASON FOR SEPARATION

OCCUPATIONAL GROUPS

SEPARATION REASON BY EACH OCCUPATIONAL GROUP

PERCENTAGE BLOCK CHART
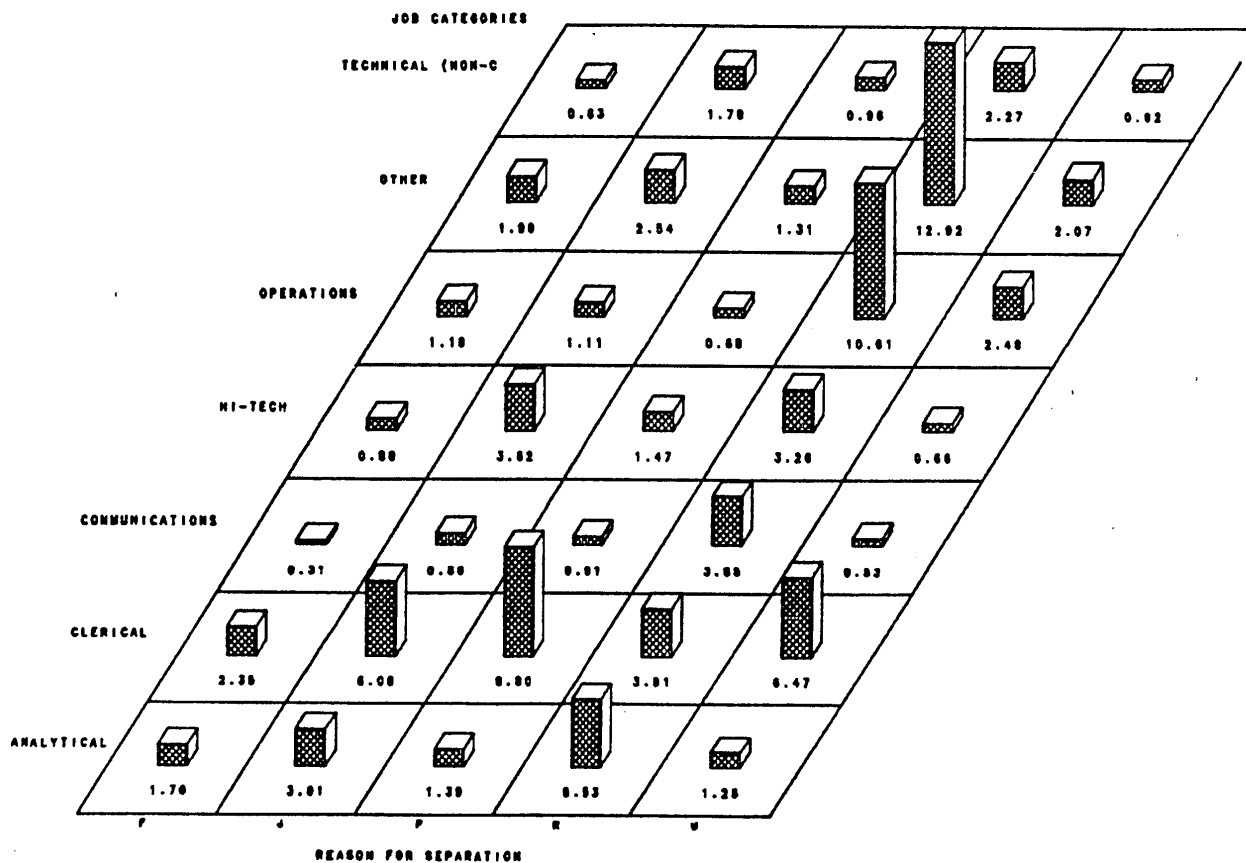
JOB CATEGORIES

TECHNICAL (NON-C   0.63   1.78   0.96   2.27   0.02

OTHER   1.98   2.54   1.31   12.92   2.07

OPERATIONS   1.18   1.11   0.68   10.01   2.48

HI-TECH   0.80   3.82   1.47   3.26   0.66

COMMUNICATIONS   0.37   0.80   0.01   3.88   0.83

CLERICAL   2.35   6.08   8.80   3.01   8.47

ANALYTICAL   1.76   3.01   1.39   8.93   1.25

REASON FOR SEPARATION

SEX GROUPS

SEPARATION REASONS BY EACH SEX GROUP

PERCENTAGE BLOCK CHART

SEX GROUP

M

5.73   11.88   4.89   34.48   8.54

F

3.32   7.13   10.34   7.86   5.84

F   J   P   R   U
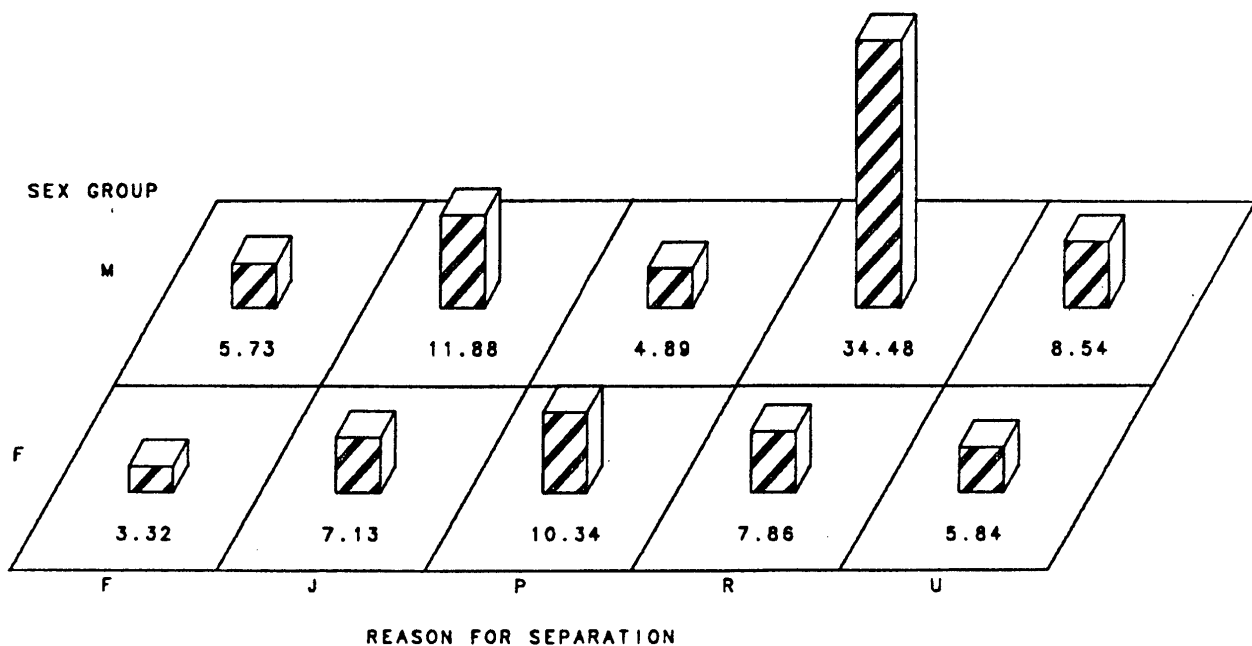
REASON FOR SEPARATION

MINORITY GROUPS

SEPARATION REASON BY MINORITY & NON-MINORITY GROUPS
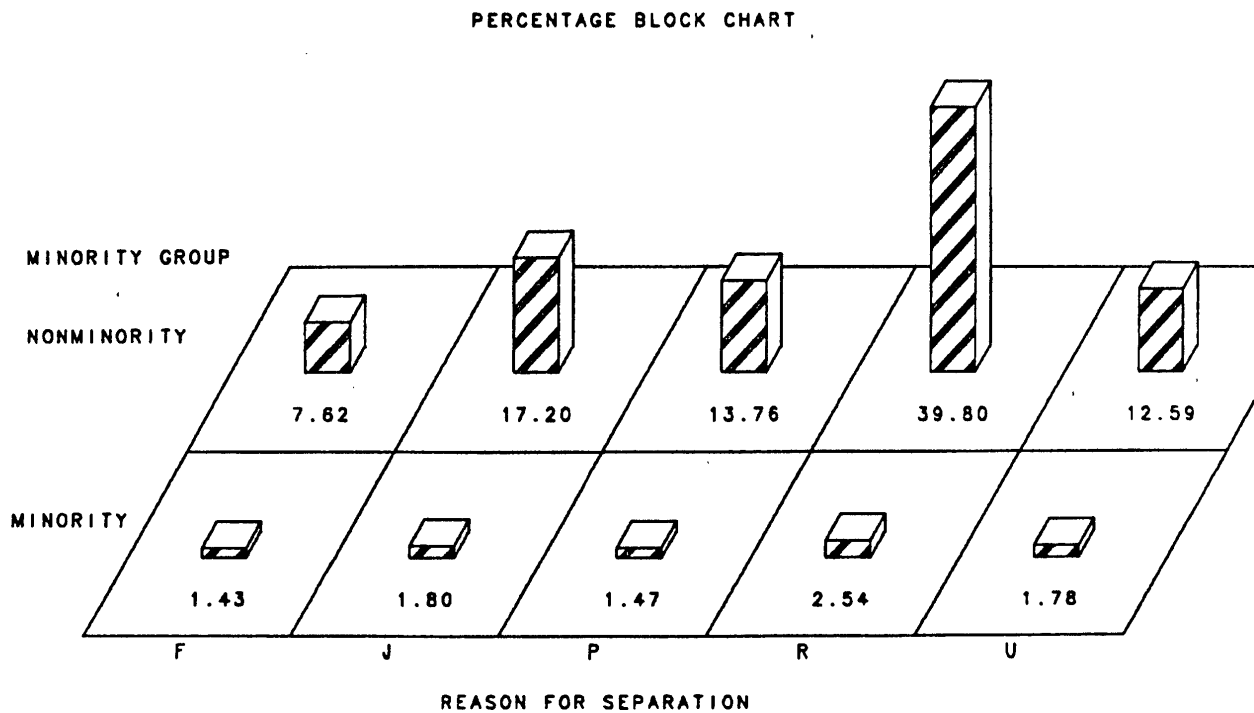
PERCENTAGE BLOCK CHART

MINORITY GROUP

NONMINORITY

| | 7.62 | 17.20 | 13.76 | 39.80 | 12.59 |

MINORITY

| | 1.43 | 1.80 | 1.47 | 2.54 | 1.78 |

| F | J | P | R | U |

REASON FOR SEPARATION

AGE GROUPS

SEPARATION REASONS BY TEN YEAR AGE GROUPS

PERCENTAGE BLOCK CHART
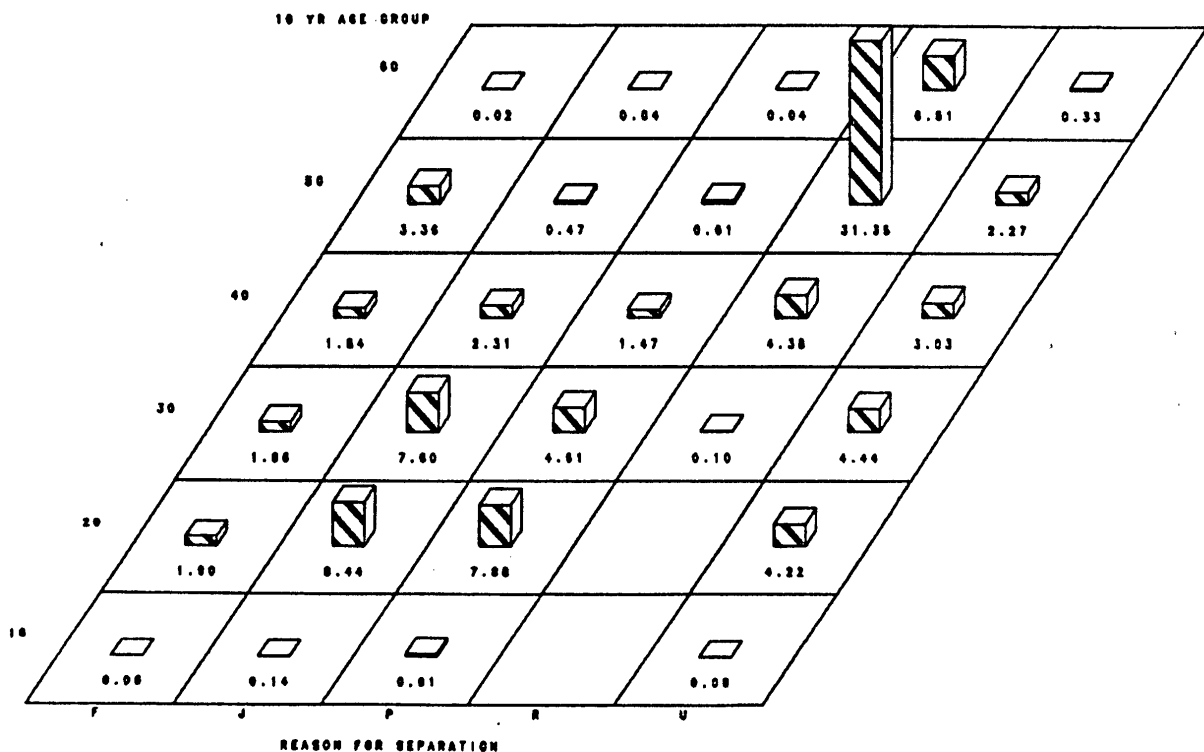
AGENCY SERVICE

SEPARATION REASONS BY YEARS OF AGENCY SERVICE

AGENCY SERVICE(IN 5 YR GROUPS)

REASON FOR SEPARATION